

11/18/91

FEDERAL CITY PERFORMING ARTS ASSOCIATION

BOARD OF DIRECTORS MEETING

Friday, 18 October 1991

3100 S. Manchester St., Falls Church VA

MINUTES

Present: Directors: Brayton, Gibb, Kranick, McClelland,
Moore, Padgett, Resnick, Shaw, Streit
Staff: Buhrman, Holloway, Korpon, Rivard,
Ziskind
Candidates: Hancock, Henderson, Madigan

Absent: Dorr (proxy assigned to Brayton), Rogers
(no proxy assigned), Skillman

The meeting was called to order at 7:08 PM.

Secretary's Report:

Brayton (acting for Dorr) presented the minutes of the Board meeting of 20 September 1991. No corrections were made.

Motion: McClelland move for approval of minutes as presented.
Streit seconded. Accepted.

President's Report:

(No written report) Resnick reported correspondence from Brother Help Thyself which had designated GMCW as one of the recipients of funds for 1991-92. He also noted that a friend of Jim Lopresti's had donated 2 Redskins tickets for the Dallas game to GMCW to be raffled as a fundraiser. Thom Gibb will coordinate this activity.

Treasurer's Report:

(see separate documents) McClelland distributed a report for the three months ending 30 September 1991. He noted revenue of \$6742.54 and a cumulative loss of \$19520.87. He also distributed a separate report noting departments and their current balances plus a comparative study of other GALA chorus budgets. A third document noted the number of returned mail pieces from the season brochure as well as the low sales return for both season subscriptions and "The Women" fundraiser. Holloway disagreed with some of the GALA figures and asked if the fall quarter was not always lean historically. He also noted that we have had no business manager for over a year so that we do not have the advantage of an informed opinion. Ziskind noted that the mailing list is dirty and that it is really an advertising instrument not a sales instrument. Holloway remarked about the costs of cleaning the mailing list. McClelland noted that he had just

paid a \$1000 bill for mailing list "maintenance." Resnick said that Skillmans proposal of last month to move the mailing list in-house needs to be acted upon.

McClelland noted that the previous years financial situation has caught up with the corporation. Billable rehearsal costs have doubled and we have taken \$30,000 from the endowment fund. Resnick noted that last year was very expensive. McClelland pointed out that FCPAA only cleared \$2000 in FY 1990 (2 years back). Resnick noted that we had never had the advantage of up-to-date information previously. McClelland stated that FCPAA averages \$9000 per month in fixed costs.

Resnick asked Ziskind and Korpon if the season sales were really down. They stated that only Steve Herman had the figures. Resnick asked what the corporation could reasonably expect. McClelland stated that he was not assigning blame to anyone but that we needed to take step. The national economy is horrible and FCPAA cannot go on this way. He is greatly concerned.

Shaw requested ideas about resolving the financial situation. Ziskind noted that the only thing to do was increase revenue and decrease expenses. Shaw asked what was being done to push "The Women" and season subscriptions. Holloway noted that the Music Division had cut thousands of dollars out of their budget. He requested the formation of an emergency finance committee. Noted again the lack of a business manager and without an individual in charge issues do not get the attention they deserve.

Resnick asked for volunteers for a board committee to oversee finances. Gibb, Kranick and Shaw volunteered.

McClelland stated that FCPAA needed revenue and that the major concern was the rate at which the money was decreasing. If it continues without letup, the viability of the corporation is at stake. If he accomplishes nothing else, he wants the Board to be aware of the money situation. We talk but take no action. Shaw asked what we need to do. McClelland said to push season subscriptions even if FCPAA loses money doing it. Gibb noted that we do have an opportunity to make money.

McClelland ended his presentation by noting that the audit contract which was originally estimated at \$5200 had been renegotiated down to \$2000.

Motion: McClelland moved that FCPAA accept the \$2000 audit contract. Shaw seconded. Accepted.

Motion: Shaw moved to accept Treasurer's Report. Kranick seconded. Accepted.

DIVISION AND COMMITTEE REPORTS

Production Division

Korpon reported on a production meeting where the sole topic was video and audio taping (see separate estimate sheet). Does FCPAA want video tape of December concert? Korpon needs answer to authorize pre-production costs. Also recall that these recordings are used in grant applications. McClelland asked for a complete cost analysis of the project. FCPAA has not received the product from the July concert yet. Speculating on the costs is not a profitable exercise. He requested that any proposal contain delivery dates with provisions for penalties for untimely delivery. Korpon said that FCPAA is paying for the production of a master tape from which copies are made. His example was the last Christmas concert which cost \$1175 to edit. FCPAA recovered about \$900 of that from the sale of tapes to members. He has traditionally liquidated the editing cost by adjusting the final tape cost. Ziskind queried if the costs were revenue neutral and wouldn't we be better off having a recording session. Korpon responded that the costs are basically revenue neutral but that the recording costs themselves are a separate item in the concert budget. Padgett asked if FCPAA could afford this at this time. Shaw summarized that it basically costs FCPAA \$2000 to get 2 master tapes (both audio and video) from which copies are then generated and that grant tapes are made from these. Korpon agreed. The Music Division wants at least an archival recording of all performances. We need to get the most cost effective taping. Korpon asked the Board to determine what services FCPAA wanted for the coming concert.

Motion: Shaw moved that the President and Treasurer negotiate a break-even contract for audio tapes for the Christmas concert in conjunction with the Production and Music Divisions. If an impasse occurs in the negotiation, the President is directed to call a special Board meeting to deal with it. Padgett second. After discussion the motion was accepted.

Membership Division

Streit presented report. Next Membership meeting will be at his house on Wednesday, 23 October at 7:30 PM to discuss membership requirements. The previous membership committee meeting struggled with defining what a "voluntary" performance is. Three definitions were proposed:

- 1) not a revenue producing event
- 2) not a season subscription event
- 3) not on the performance calendar at the beginning of the season

Streit recommends definition 2. Ziskind queried the difference between a voluntary performance and a required performance.

Holloway responded anything that presents GMCW as a unit is required after the Board commits the organization to a performance. If a performing members knows he will not be able to attend he should sign himself out. Streit recommended that this become true two weeks after the voluntary performance is announced. If a performing member commits himself to a voluntary performance it becomes a required performance. Resnick suggested that the committee redraft the recommendation. Streit also brought forward a policy on the paid staff i.e. Music Director, Assistant Music Director, Choreographer, Principal Accompanist, Vocal Coach, and Development Director.

Motion: The paid staff of FCPAA be accorded all rights and privileges of performing members, excepting voting rights, until such time as the FCPAA Board of Directors and the voting membership shall adopt the membership policy statement now under review.
Motion: Streit. **Second:** Shaw. **Accepted.**

Candidate Presentation:

Three candidates for the two vacant Board seats presented their credentials. These term of office is until June 1992 or such time as the new Board takes control. Candidates were Joseph Hancock, John Henderson, and James Madigan. Each made a brief statement of interest and were questioned by various Board members. Resnick reminded Board members that the actual vote will take place at 6:00 PM on Sunday, October 20 before rehearsal.

GALA IV Travel

(See separate document) Moore presented details and costs of the current arrangements that have been made. He also presented the numbers of people that said they would attend. Holloway noted that the GALA IV committee was urging full occupancy in the Executive Plaza Hotel (Headquarters for GALA IV). Moore asked if we wanted a breakfast package? McClelland requested contracts and a written presentation of all costs. Resnick said that some people are not pleased to be traveling on a non-union airline and one that is in receivership as well. Can the travel agent make arrangements for others? Moore will check.

Fundraising

(No written report) Gibb reported that sales for "The Women" was slow. This is a benefit that we are committed to so push tickets. "Friends" has changed GMCW's night at the door to the first Friday of each month. Gibb will continue staffing the door. Shaw asked if "The Women" had a poster that we could banner. Gibb said yes. GMCW has been invited to 808 King St. to a come and meet the chorus night. This may also include a caroling gig later on. Two tickets to the Redskins-Dallas game on 24 November were donated to GMCW. They include a brunch in

Gaithersburg and roundtrip transport to the stadium. Gibb and Skillman will pursue raffle license and printing of 5000 tickets. Recommendation of a \$1.00 price and drawing on 17 November was accepted.

Rehearsal Space

(See separate document) McClelland presented a cost comparison between last years rehearsal costs at Levine versus the projected costs this year for New York Avenue Presbyterian Church. The 1991 cost was \$9035 and the projected cost is \$12,720. These figures include small ensemble rehearsals and rehearsals away from Levine. He recommends return to Levine. Expenditure of an additional \$3685 at this time is a bad business decision.

Holloway stated that the committee set up to look at alternate rehearsal space last year chaired by Falle Nelson had fizzled. Holloway stepped in when this became apparent. GMCW is at the upper limits of the Levine Room. Stan Ingebretsen at NY Avenue. supports GMCW. Holloway noted many advantages in using The Radcliffe Room and the growth potential for GMCW. Move there is in the best musical interests of GMCW. The more GMCW uses Radcliffe Room the more cost effective it is. Buhrman asked if GMCW could renegotiate the price at NY Avenue or at least study the situation. Shaw asked if the small ensembles could be moved to NY Avenue without disturbing their schedule or raising price. Brayton stated that when he joined, GMCW was still at First Congregational and the goal then had been to get the offices, music library, risers, and rehearsals under one roof. He is now seeing fragmentation of this achieved goal. Shaw asked if NY Avenue could supply office space. Resnick said that as a former conductor he could hear differences in the choral sound himself. Resnick said he would renegotiate with NY Avenue and get prices from both Levine and Wesley Methodist this week. Moore stated that the Board needed to see a comprehensive proposal costed out. Resnick agreed. Shaw asked if it was possible to change rehearsal time so that we would not have to pay for the overtime at NY Avenue? This will be investigated. Shaw finally asked what action the Board would take to resolve the financial crisis. McClelland restated that we need advertising, season subscriptions, and "The Women" tickets sold fast.

Motion: Adjournment. Padgett moved. Kranick second.
Accepted.

Meeting adjourned at 10:36 PM.

Next Meeting: 7:30 p.m., Friday, November 22, 1991
Party Room, Mike Resnick's
3100 S. Manchester, Falls Church

Submitted by: Peter R. Brayton
FCPAA Vice-President acting as recording secretary
22 October 1991